TWO DOLLARS

C4725-1

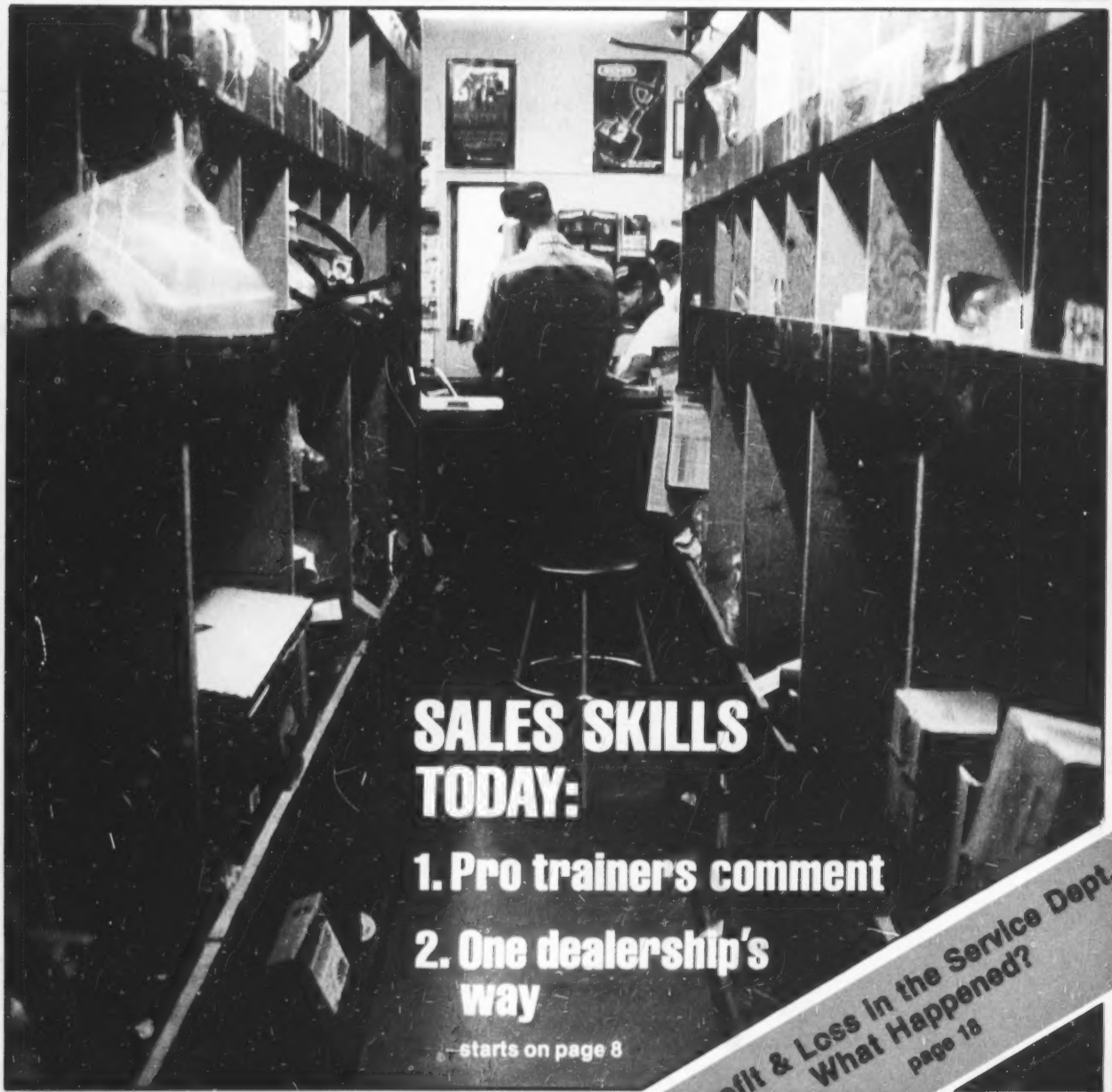
Implement & Tractor

The business magazine of the farm and industrial equipment industry

SEPTEMBER 1985

Who's got the best fuel economy?

Part 1, page 22



SALES SKILLS TODAY:

1. Pro trainers comment
2. One dealership's way

—starts on page 8

Profit & Loss in the Service Dept.: What Happened?

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IMPLEMENT & TRACTOR
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Implement & Tractor

The business magazine of the farm and industrial equipment industry.

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8: **Basics of Sales Skills: Does This Industry Lag?** I&T takes a canned manuscript by a team of sales training specialists, shows it to farm equipment selling instructors. Verdict: We're keeping up—and many of our retail salesmen are well grounded in effective, modern methods.

14: **A Dealer Shows His Methods.** Point-by-point, Dealer Richard Straub lays out the guidelines he uses for successful selling.

18: **ZAP! Service Department Losses Got Worse in 1984.** Agribusiness economist Richard A. Edwards blames low shop rates as key villain. Will we hit a $70,000 loss in 1985?

22: **Tractor Fuel Economy Ratings.** The horsepower hour per gallon ratings of tractors changes depending on usage. This listing, starting this month and continuing in future issues, brings together the fuel efficiency ratings of all tractors tested from 1980 through 1984 at the Nebraska Tractor Test Lab.

30: **Britain's Royal Show Brings Out Ideas.** A pictorial tour of some of the more innovative machinery seen at this year's edition of the biggest farm show in the United Kingdom.

On the cover... Richard Straub handles phone calls and customers at the parts counter of his Tri-County Equipment Co., the Deutz/Allis dealership in Poseyville, Ind.

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I&T Update

July Retail Sales: The Slump Continues

While some upturns were seen in retail sales of farm equipment, the July flash report by the Farm & Industrial Equipment Institute showed a continuing slump in the overall market.

Tractor sales were up somewhat compared with July, 1984, although the market was weaker for the 40-100 hp 2WD tractors and for 4WD machines under 200 hp. There was a good percentage increase for 2WDs over 140 hp in the month-to-month comparison, but the year-to-date figures show strength only in 2WD tractors under 40 hp.

Other equipment, including combines, balers, forage harvesters and mower conditioners, were down for both the month and year.

Unit Retail Sales

	July			January-July		
	1985	1984	Pct. Change	1985	1984	Pct. Change
Farm Wheel Tractors:						
2-wheel drive						
Under 40 hp	5,014	4,570	+ 9.7	37,551	33,117	+13.4
40-99 hp	2,934	3,007	– 2.4	24,575	24,570	.0
100-139 hp	489	428	+14.3	5,248	6,007	–12.6
Over 140 hp	673	517	+30.2	6,473	8,083	–19.9
Total 2-wheel drive	**9,110**	**8,522**	**+ 6.9**	**73,847**	**71,777**	**+ 2.9**
4-wheel drive						
Under 200 hp	41	63	–34.9	527	1,028	–48.7
Over 200 hp	105	106	– .9	1,022	1,661	–38.5
Total 4-wheel drive	**146**	**169**	**–13.6**	**1,549**	**2,689**	**–42.4**
Total All Tractors	**9,256**	**8,691**	**+ 6.5**	**75,396**	**74,466**	**+ 1.2**
S-P Combines	572	814	–29.7	2,958	4,217	–29.9
Balers (under 200-lb. bales)	1,264	1,879	–32.7	5,016	5,744	–12.7
Forage Harvesters (shear-bar type)	173	401	–56.9	1,070	1,476	–27.5
Mower-Conditioners	1,659	2,392	–30.6	7,917	9,329	–15.1

Canadian Sales Up In Some Categories

Retail sales of farm equipment in Canada showed increases in most farm tractor categories through July, but most implement groups declined in volume.

For the year, two-wheel-drive tractor sales were up 8.6 per cent at 10,394 units. Surprisingly, main strength of the increase was in the 100-hp-plus group, up 16 per cent at 2,938 units. Four-wheel-drive tractors were down 14 per cent for the seven months to 1,373 units.

Self-propelled combine sales were off 12.7 per cent at 702 units. Sales of smaller-type balers were off 13 per cent at 1,064 machines, but large balers were up 9 per cent at 1,189 units.

Industry observers attributed the majority of the large tractor sales increases to intense inventory-reduction efforts.

Deere's 9-Month Sales: $2.9 Billion

In the first nine months of fiscal 1985, ended July 31, Deere & Co. posted an 8 per cent sales decline from $3.2 billion to $2.9 billion. Net income for the three quarters was $11.1 million compared with $70.8 million a year earlier.

In the third quarter, sales were approximately even with those of the same 1984 period at $1 billion. Net income was $4.5 million, down from 1984's $29.4 million.

Trade receivables, largely dealer inventories, were $2.84 billion on July 31 compared with $2.88 billion a year earlier.

Steiger Reports 3rd Quarter Loss

Steiger Tractors, Inc., posted a loss of $1.6 million for the third fiscal quarter ending June 30, 1985. This compares with net income of $96,000 for the same 1984 quarter.

Sales for the first nine fiscal months of 1985 were $66 million, down 31 per cent from $96 million in the same period in 1984.

Dallas Lien, acting chief executive officer, noted North American 4WD sales industry-wide were down 36 per cent from the weak levels of a year ago. He blamed excessive inventories and resulting costly sales programs on the part of competitors for Steiger's poor performance.

Ownership Change For Howard Rotavator

Howard Rotavator Co., Inc., U.S. distributors of rotary tillers and the Paraplow, will experience a change of overseas parents, according to Steve Franz, controller of the Muscoda, Wis., company.

Due to financial difficulties, the parent Howard Rotavator of England was placed in receivership. A Danish company, TT Agro, has agreed to buy parts of Howard's UK operations, along with subsidiaries in Italy, Spain, France and Germany.

"We see it as a favorable move," Franz said. "With money from TT Agro, we hope to develop some new product lines."

Alcohol-Burning Tractors for Ford of Brazil, and Illinois

Ford Tractor Operations has started producing an ethanol-powered tractor, the 4810, in Brazil, and has sold eight similar machines to the State of Illinois on an experimental basis for highway maintenance.

The Illinois tractors will be assembled at Romeo, Mich., using Brazilian engine parts. There are no plans to mass-produce or sell the alcohol burners in North America, Ford says.

Based on the Ford 4610, the ethanol engines have a gasoline cold-starting system, and get 62 pto hp against the 52 pto hp of the standard diesel-powered 4610.

Exports, Imports Of Ag Equipment Down in 1st Half

United States exports and imports of farm equipment declined in the first six months of 1985 from the same period in 1984. Exports fell 18 per cent to $982 million; imports were off 7 per cent at $830 million.

Some volume comparisons, 1985 vs. 1984, from among major U.S. equipment customers: Canada, down from $537 million to $425 million; Mexico, up from $40 million to $126 million; Australia, down from $108 million to $69 million; Saudi Arabia, down from $95 million to $53 million; France, down from $51 million to $32 million.

Imports from the U.S.'s two largest farm equipment sources were down: Canada from $301 million to $227 million; Japan from $180 million to $158 million. Volume from the U.K. declined from $119 million to $110 million; from Italy, down from $78 million to $71 million. Imports from West Germany were up from $112 million to $118 million; from France, up $2 million to $36 million.

Service Department Losses Got Worse in 1984

Author Richard A. Edwards blames low shop rates as key villain. Will we hit a $70,000 loss in 1985?

■AFTER substantial improvement in 1983, the shop's financial performance in 1984 was truly disappointing.

Analysis of the 1984 Cost of Doing Business Study, prepared by the National Farm & Power Equipment Dealers Assn., reveals losses attributed to shop operations increased significantly over the previous year. In 1983, the losses were about $47,000. This was a significant improvement, about 30 per cent, from the 1982 loss of about $62,000.

The improved performance of 1983 could be traced to management's ability to make major reductions in overhead expenses and implement programs that increased the shop's gross margin dollars.

Unfortunately, the cost-cutting programs did not have any lasting effects. In 1984, overhead costs soared to their highest level ever. The shop's portion of administrative and general expenses were up 25 per cent. Even continued improvements on the income side of the shop's business could not generate a like number of dollars. The result was a loss for 1984 that was over $65,000.

Before we look at the 1984 negative performance in depth, let's look at positives.

First, the billing efficiency, reflecting the number of hours sold, improved: It increased by 5 per cent from 63 to 68 per cent! This is significant in that one of the major contributing factors to shop losses are extremely low billing efficiencies. This improvement in billing efficiencies is reflected in the shop's sales volume. Volume dollars were up over $20,000 from the previous year with virtually the same number of hours worked. Only about one-half of this increase can be attributed to increases in shop rates.

Second, the gross margin per cent continues to inch upward. Over the past 10 years, this indicator reflecting the amount of sales dollars applied toward the shop's overhead, has increased from less than 30 per cent to the present 42.7 per cent.

Rates too low

Improvements have been made in these two decisive income parameters; but there still is one income issue that dealers are not willing to face. Shop rates are still too low! The CODB data show that the breakeven shop rate is $30.63. The present average shop rate, for those supplying data to the CODB survey, is $22.43.

During the past year, dealers raised their hourly shop rates an average $1.24; but average wages increased 95 cents an hour, and indirect costs went up $3.42 per man-hour; a total increase of $4.37 per hour.

Dealers need to continue their efforts at increasing billing efficiency and gross margin dollars. Yet, they must remember these efforts can take them only so far. Dealers must charge realistic hourly shop rates if they are to have any hope of reversing the shocking trend of shop losses.

Hard to control

The reason I emphasize the importance of the shop's income situation is that there is not much opportunity to control many of the overhead expenses. Most of these expenses are of a highly fixed nature, and, as such, they continue at a constant or slightly increasing level regardless of the level of volume. Examination of these overhead expenses suggests that

(More...)

The author is an agribusiness economist for the Texas Ag Extension Service, College Station, Texas.

THANKS A

Shop Losses

(continued)

most, about 80 per cent, are fixed and relatively insensitive to volume changes. The only way to cover these costs is, to increase volume and subsequent margin dollars.

This can be done only through increasing billing efficiency, increasing the shop rate, or increasing the number of hours for sale. Billing efficiency can be increased, but it does have an upper limit. Increasing the number of hours for sale through increasing the workforce is only viable if dealers can provide enough work.

Increasing shop rates to the necessary level in a short time would not be a wise choice, but recognition of the essence of the problem and instituting a suitable course to achieve this objective does seem to be in order.

If the problem of low shop rates is not properly addressed, it is not beyond the realm of comprehension to expect average shop losses to exceed $70,000 in 1985. I&T

Shop Operation's Financial Data

(Rounded to the nearest $100)

Year	Gross Margin ($)	Overhead Expenses	Net Loss
1976	27,300	71,900	44,600
1977	29,900	78,200	48,300
1978	38,000	86,100	48,100
1979	45,500	104,300	58,900
1980	54,700	114,300	59,600
1981	61,100	128,400	67,300
1982	61,700	123,800	62,100
1983	64,600	111,300	46,700
1984	74,300	139,600	65,300

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An exclusive I&T monthly report of actual prices paid recently at these leading national wholesale auctions.

Asterisk beside tractor price indicates highest bid offered on tractors which were not sold.

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Dothan, Alabama
July 9, 1985

ALLIS-CHALMERS TRACTOR
C, cult., 1944 (Fair) 500

DAVID BROWN TRACTORS
1200 diesel, 1967 (Rough) 900
990 diesel, 1964 (Rough) 400

CASE TRACTORS
2470 diesel, cab, 1973 (Fair) 4500*
1370 diesel, 1973 (Good) 9700*

MASSEY-FERGUSON TRACTORS
1105 diesel, 1973 (Good) 3800*
255 diesel, 1978 (Good) 5100*
180 diesel, 1967 (Fair) 2500
175 diesel, 1973 (Fair) 2750*
175 diesel, 1967 (Rough) 1750*
165 diesel, 1968 (Fair) 2600*
165 diesel, 1967 (Fair) 2500*
135 diesel, 1974 (Fair) 2400*
135 diesel, 1973 (Fair) 2300*
135 diesel, 1969 (Rough) 1850
135, 1967 (Fair) 2100*
65 diesel, 1964 (Good) 1700*
65 diesel, 1959 (Rough) 650*
50, 1958 (Good) 1800
35 diesel, 1961 (Good) 2200
35, 1958 (Good) 1700*
35 diesel, 1958 (Fair) 1550*
TO20, 1948 (Fair) 700*

FORD-FERGUSON TRACTOR
9N, 1946 (Good) 1200*

FORD TRACTORS
8600, 1974 (Fair) 4100
6610 diesel, 1984 (Excellent) 13,500*
6600 diesel, 1978 (Good) 5200
6600 diesel, 1975 (Good) 5700*
5000 diesel, 1970 (Good) 4300*
5000 diesel, 1968 (Fair) 3725
4600 diesel, 1976 (Good) 4100*
4000 diesel, 1974 (Excellent) 3950
4000 diesel, 1972 (Good) 4000*
4000 diesel, 1967 (Fair) 2700
4000 diesel, 1966 (Rough) 2100*
4000 diesel, 1966 (Rough) 1600*
4000 diesel, 1966 (Fair) 2600
3000 diesel, 1970 (Good) 2700*
3000 diesel, 1968 (Good) 2050
3000 diesel, 1966 (Good) 3000
3000 diesel, 1966 (Rough) 2250
3000 diesel, 1966 (Good) 3100*
2000 diesel, 1966 (Good) 2500*
Maj. diesel, 1953 (Rough) 300
641 diesel, 1961 (Good) 1500
641 diesel, 1961 (Good) 1875
Jub. 1953 (Fair) 1100*
8N, 1952 (Excellent) 1750
8N, 1952 (Excellent) 1750*
8N, 1950 (Good) 1300*
8N, 1948 (Fair) 775

INTERNATIONAL HARVESTER TRACTORS
1466 diesel, 1974 (Rough) 2950
1066 diesel, 1974 (Good) 5400*
674 diesel, 1974 (Good) 3250*
674 diesel, 1974 (Excellent) 4500
574 diesel, cab, 1976 (Good) 3300*
574 diesel, 1975 (Excellent) 4000*
454 diesel, 1971 (Good) 3600
444 diesel, 1970 (Good) 3100*
444 diesel, 1967 (Rough) 2300*
414 diesel, 1963 (Fair) 1000*
300, 1955 (Good) 1300
B275 diesel, 1959 (Excellent) 1800*
140, 1960 (Good) 1100*
Cub Loboy, 1966 (Good) 1500
Cub Loboy, mo., 1966 (Good) 1800

JOHN DEERE TRACTORS
4620 diesel, 1971 (Good) 4000
4240 diesel, 1979 (Excellent) 11,500*
4230 diesel, 1973 (Excellent) 10,000*
2840 diesel, 1978 (Excellent) 7300*
2240 diesel, 1977 (Good) 4700
2040 diesel, 1977 (Good) 4350
1520, 1970 (Rough) 800*
60, 1953 (Good) 1000*

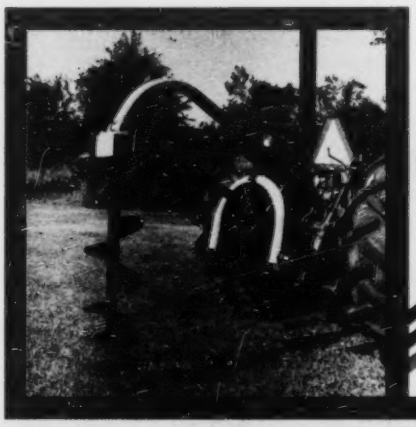
LONG TRACTOR
610 diesel, (Good) 1800

WHITE TRACTORS
2-150 diesel, duals, 1975 (Fair) 3100
2-150 diesel, 1974 (Rough) 2000

YODER & FREY, INC.
Archbold, Ohio
July 9, 1985

INTERNATIONAL HARVESTER TRACTORS
Sup. C, 1952 (Fair) 850*
C, 1951 (Fair) 825
C, 1950 (Fair) 1050*
C, 1949 (Fair) 650*
A, 1947 (Rough) 750*
A, 1947 (Fair) 1150
Cub, 1950 (Fair) 1000*

(Continued on page 28)



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Auctions *(Continued from page 24)*

Cub, 1959 (Fair) 1400
154 Lo-Boy, (Fair) 1600
H, 1945 (Rough) 750*
H, 1950 (Fair) 700
H, 1946 (Fair) 450
M, 1950 (Fair) 800*
MD, 1950 (Rough) 900*
300, 1956 (Rough) 900*
70, 1974 (Fair) 3700*
400, 1958 (Rough) 600
454, 1971 (Fair) 2100*
460 diesel, 1959 (Fair) 1500
504 diesel, 1968 (Fair) 2700
560 diesel, 1962 (Fair) 1150*
574 diesel, 1975 (Rough) 2700
660, 1959 (Rough) 800*
656, 1970 (Good) 3500
350, 1956 (Rough) 825*
706, 1967 (Fair) 3200*
706, 1965 (Fair) 4350
756, 1969 (Fair) 2900*
806, 1963 (Fair) 2450
826, 1970 (Fair) 4750*
856 diesel, 1968 (Fair) 5750
966, 1973 (Good) 7250
1066, 1973 (Rough) 4500*
1206, 1966 (Rough) 3750*
BN, 1945 (Fair) 475
1466, 1975 (Fair) 6750
1586, 1978 (Good) 12,200*
1586, 1978 (Good) 11,500*
Sup. MTA, 1953 (Fair) 1500

OLIVER TRACTORS

77, 1953 (Fair) 500
77, 1955 (Fair) 575
77, 1955 (Fair) 450
77, 1954 (Rough) 900*
77, 1954 (Fair) 300
88, 1951 (Fair) 475
66, 1952 (Rough) 475
880, 1958 (Good) 1200
1850, 1966 (Rough) 2300*
1855, 1973 (Fair) 3100*
1955, 1972 (Good) 5250*

FERGUSON & MASSEY-FERGUSON TRACTORS

TO-20, 1946 (Fair) 1050
Ferg., 1947 (Fair) 925
Ferg., 1944 (Fair) 775
65, ... 1050
35 diesel, 1961 (Fair) 1100*
35 diesel, 1961 (Rough) 850
35 diesel, 1960 (Rough) 1100
50, 1959 (Rough) 1850
50, 1962 (Good) 1850*
50, 1959 (Rough) 1600*
50, 1963 (Fair) 1700
65, 1961 (Fair) 1550*
65, 1960 (Rough) 1600*
65 diesel, 1961 (Fair) 2250
85, 1960 (Fair) 1475
165 diesel, 1969 (Fair) 2800*
165, ... 2400
180 diesel, 1969 (Fair) 4500*
245 diesel, 1977 (Fair) 5500
1085, 1975 (Rough) 3950
1155, 1975 (Fair) 6000*
1155 diesel, 1977 (Fair) 4900*
240, (New) 6900*
250, (New) 8700*

JOHN DEERE TRACTORS

A, 1944 (Rough) 375
B, ... 210
MT, 1949 (Good) 900
720, 1957 (Fair) 1800*
730, 1958 (Fair) 2500*
1010, 1965 (Fair) 2000*
2010, 1962 (Rough) 1900*
2020 diesel, 1972 (Rough) 1700
2020, 1970 (Fair) 3200*
4010, 1963 (Fair) 1750
4010 diesel, 1963 (Fair) 2450
4020, 1971 (Excellent) 7500*
4020 diesel, 1965 (Fair) 3900*
4020, 1968 (Good) 6700*
4230, ... 7900
4240, ... 14,600
4430, 1976 (Good) 10,500*
4430, 1975 (Excellent) 9300
4430, 1976 (Good) 10,000*
4430, ... 7400
4440, ... 17,000
4620, 1972 (Rough) 3750*
5020, 1970 (Fair) 4450*
5020, 1971 (Rough) 3800*
7520, (Fair) 10,000*

FORD TRACTORS

8N, 1947 (Fair) 1175*
8N, 1948 (Fair) 1150*
8N, 1950 (Fair) 1400
8N, 1947 (Rough) 1100*
8N, 1952 (Fair) 1300
8N, 1948 (Rough) 1025*
8N, 1961 (Good) 1385
8N, 1950 (Rough) 1000
9N, 1949 (Rough) 850
9N, 1942 (Fair) 1075
600, 1957 (Rough) 1550*
800, 1958 (Rough) 1600*
900, 1959 (Rough) 1625
901, 1957 (Rough) 1150
5000 diesel, 1967 (Fair) 3800
5000 diesel, 1965 (Rough) 3450
6000 diesel, 1961 (Rough) 1400*
8600 diesel, 1975 (Fair) 5200*
8600 diesel, 1975 (Fair) 4800*
Jub., 1954 (Rough) 1550
Jub. F, 1954 ..... 1150*
9700, 1978 (Good) 11,000*
861, 1957 (Fair) 2050
871, 1957 (Fair) 1375
3000, 1965 (Fair) 2450*

ALLIS-CHALMERS TRACTORS

B, 1947 (Rough) 300*
C, 1949 (Rough) 400
WD-45, 1953 (Rough) 410*
WD-45 diesel, 1956 (Fair) 1225
200, 1971 (Rough) 3950
7000, 1976 (Good) 6750*
160 diesel, 1971 (Rough) 1800*

DAVID BROWN TRACTORS

1210 diesel, 1976 (Fair) 3100*
1200, 1969 (Rough) 2175

WHITE TRACTOR

2-105, 1975 (Good) 7450

CASE TRACTORS

530, 1965 (Fair) 2050
730, 1966 (Fair) 2000
830, 1964 (Fair) 1400*
830, 1965 (Rough) 1400*
930, 1962 (Rough) 700*
930 diesel, 1964 (Rough) 2150
930 diesel, 1967 (Fair) 2700
1070, 1972 (Fair) 5750
1270, 1972 (Fair) 6500
1470 TK, ... 4800
2390, 1980 (Fair) 12,500
2670, ... 8000

MASSEY-HARRIS TRACTOR

44, 1950 (Rough) 350

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